

Executive Registry
85- 2023/3

17 July 1985

NOTE FOR: DCI

VIA: DDCI

FROM: Executive Director

A few weeks ago you sent me the attached note on a London Times piece on a British Security Commission report on the Bettaney case. I sent you a short response earlier, but I wanted to add a comment on one particular point in the Times piece.

The report called for an "open and more self-critical style of management" in the British security service. Certainly this is to be encouraged everywhere if possible. One particularly useful way to advance this goal is to encourage feedback to employees on the results of the inspection surveys done by John Stein's people. You may recall that an earlier excellence suggestion was that these surveys be widely distributed within components. You endorsed this idea in your talk to the troops about excellence on 16 March 1984. I know of two specific offices where this has actually been done--the Office of Finance and the Office of Global Issues. There may be others. In both cases, I would say we got positive results. In particular, the discussion in OGI which attended the circulation of the inspection report has had a significant (positive) affect on the way OGI manages its people and its work.

There is an incredible amount of defensiveness about critical inspection reports. It is easy to sympathize with the defensiveness, but I can't support the proposition that such reports should not be circulated. If a report isn't any good, getting it around will tell us. If it is on the money, then we all need to know about that too.

STAT

23 JUL 1985

Attachment:
As stated

cc: IG

STAT